



## **Revenue Maximization Plan Service Integration Action Plan Recommendation Submittal Form**

Workgroup 6 is responsible for updating the New Directions Task Force (NDTF) on the progress of the workgroups and the overall implementation status of the Action Plan. In support of implementing the Action Plan, recommendations may need to be presented to NDTF to secure a commitment to move forward on either the substance and/or the progress of an action step. Recommendations are to be action-oriented and may be presented to adopt new policy, set strategic direction, substantially change the Action Plan, secure the allocation of additional resources to support implementation, and/or secure the commitment to implement new business processes within or among departments. This form should be used to present the context of the recommendation.

**Recommendation** SIAP Task #: 5.2, 5.3

NDTF Approval Needed: Yes

Recommendation:

Endorse the attached Revenue Maximization Plan to maximize Federal and State revenue on behalf of children and families and to fund services using the “best dollar” available within County departments, agencies and commissions.

***Purpose of the Recommendation***

(Include the rationale, what will be achieved, and benefits)

The County is no different than any state, county, city, department/agency, or private provider in wanting to provide comprehensive, accessible, coordinated, and high quality services to their children and families. Nor is it different in wanting to find the maximum funding for these services in ways that promote flexibility, integrity, and coordination and if possible, reduced or consolidated administrative activities that accompany the use of these funds. Frequently, a lack of knowledge of different revenue sources coupled with a fear of bureaucratic obstacles in accessing another department/agency’s revenue streams, failed attempts, and the potential increase in workload for documenting, billing, and monitoring the related activities, stifle exploration of a mutually desirable partnership.

All of the departments interviewed for this project were receptive to learning about how their department/agency could access more Federal funds by using their money “smarter.” There was general recognition that there might be better ways to fund existing programs. From leveraging existing funds within their own administration to accessing revenue streams through another department, all within a win-win-win (client-department-County) framework, there was widespread support for approaching funding on a Countywide basis as opposed to an individual department/agency approach. Moreover, coordinating funds helps achieve mutually agreed upon program objectives and outcomes for children and families obtaining services from multiple agencies.

The emphasis of Workgroup 5 has been on increasing Federal dollars through entitlement programs since that is the main source available for additional funds and using existing dollars in the best and smartest approach from a Countywide perspective. In some instances, departments are in a position to access additional revenue by leveraging within their own organization. Other instances require that departments form partnerships and leverage through one another.

### ***Linkages***

(What is the linkage between the recommendation and the Service Integration Action Plan Performance Measures, the County's Strategic Plan, and other Workgroups?)

### **Linkage to the County Strategic Plan**

*Organizational Goal 3 – Organizational Effectiveness: Ensure that service delivery systems are efficient, effective, and goal oriented.*

Strategy 3: Collaborate across functional and jurisdictional boundaries.

*Organizational Goal 5 – Children And Families' Well-Being: Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; emotional and social well-being; and educational/workforce readiness.*

Strategy 1: Coordinate, collaborate, and integrate services for children and families across functional and jurisdictional boundaries.

Strategy 3: Engage individual departments in their planning efforts towards achieving the five outcomes for children and families.

### **Linkage to the SIAP Values and Goals**

- Families can easily access a broad range of services to address their needs, build on their strengths, and achieve their goals.
- The County service system is flexible and able to respond to service demands for both the Countywide population and specific population groups.
- In supporting families and communities, County agencies work seamlessly with public and private service providers, community-based organizations, and other community partners.
- County agencies and their partners work together seamlessly to demonstrate substantial progress towards making the system more strength-based, family-focused, culturally-competent, accessible, user-friendly, responsive, cohesive, efficient, professional, and accountable.
- County agencies and their partners pursue multi-disciplinary service delivery, a single service plan, staff development opportunities, infrastructure enhancements, customer service and satisfaction evaluation, and revenue

maximization.

### **Linkage to the Service Integration Action Plan Performance Measures**

- Number of multi-agency teams that share and integrate resources in delivery of multi-disciplinary services.
- Number of children and families who receive services from multiple programs and/or departments/agencies whose services are integrated and/or coordinated.
- Percent of County/contractor facilities where services from multi agencies are offered.

### **Linkage to other SIAP Workgroups**

#### **SIAP Workgroup 3: Multi-Agency Service Delivery**

Task: 3.2: Develop policies and procedures and a fiscal assessment for sharing existing resources across agencies/departments, including staffing, funding, facilities, translators, and other resources.

Task 3.4: Develop strategies for delivering multi-agency services across agencies/departments and outline benefits to departments, agencies, community and families.

#### **SIAP Workgroup 4: Data/Information Sharing**

Task 4.1: Identify departmental/agency/community partners that should share data, the purpose for sharing data, and the ability to share data.

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### ***Impact***

*What departments/agencies are impacted by the recommendations and what commitment is needed from each of them?*

The attached Revenue Maximization Plan describes strategies that maximize Federal and State revenue on behalf of children and families and funds services using the “best dollar” available to County departments, agencies and commissions. The plan includes approaches that could impact DHS, DMH, DCFS, Probation, CSS, DPSS, and the Commission on Families and Children (Proposition 10).

The main new funding opportunities are within three Federal entitlement sources: Title IV-E Foster Care, Title XIX Medicaid – Targeted Case Management and Medicaid Administrative activities, and, to a lesser extent, TANF. In most instances, use of these funding sources can be expanded in Los Angeles County to reimburse the County for services already being provided. While access to each funding source may require some additional administrative requirements, these requirements can often be met by altering a current practice (e.g., the way a client encounter is documented). As with any new proposal, each application should

include an analysis to ensure that applying for the new funding is cost effective.

The total impact of the plan could range from \$35 million in new funds during FY 2002-03 to well over twice that amount in future years.

***Implementation Plan***

*What is the plan for implementing the recommendations and what is needed to support implementation of the recommendation?*

In order for the County to support and continue Revenue Maximization, Workgroup 5 recommends the following:

- Advocate for change in State policies where they are more restrictive than Federal regulations.
- Develop a limited contract with recognized experts in revenue maximization and fiscal leveraging to help Los Angeles County launch new revenue initiatives.
- Support the attached Revenue Maximization Plan.

Approval Date:

Comments:

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